

ABSTRAK

Tren globalisasi serta teknologi yang semakin berkembang pesat ini menyebabkan tantangan dalam membawa perusahaan semakin maju menjadi sangat sulit. Beradaptasi dalam berbagai situasi bisnis merupakan salah satu yang terpenting dalam sebuah organisasi bisnis untuk dapat terus berjalan dan mempertahankan keunggulan kompetitif yang dimiliki. Dimana era perdagangan Masyarakat Ekonomi ASEAN (MEA) kini kian menjadi konsep ekonomi yang dianut oleh Negara Indonesia. Berbagai instansi baik pemerintah dan swasta mau atau tidak mau dituntut agar bisa meningkatkan kinerjanya. PT Pelabuhan Indonesia III (Persero) Surabaya merupakan salah satu instansi milik pemerintah yang bergerak dalam jasa layanan operator terminal pelabuhan. Pelabuhan Tanjung Perak Surabaya adalah pelabuhan yang penting dan strategis bagi sistem transportasi laut maupun perkembangan perekonomian pulau Jawa khususnya dan Indonesia pada umumnya. Untuk dapat bertahan dalam persaingan, setiap perusahaan jasa perlu untuk meningkatkan *Employee Satisfaction*. Penelitian ini ditujukan untuk menganalisa pengaruh variabel *Transformational Leadership*, *Transactional Leadership*, dan *Organizational Culture* terhadap *Learning Organization* dalam upaya meningkatkan *Employee Satisfaction* pada karyawan Kantor Pusat PT Pelindo III (Persero) di Surabaya. Metode sampel yang digunakan pada penelitian ini yaitu *full sampling*, dimana karyawan yang bekerja di Kantor Pusat PT Pelindo III (Persero) di Surabaya dipimpin oleh satu pemimpin yang sama. Responden dari penelitian ini berjumlah 30 karyawan. Untuk pengolahan dan penganalisaan data dalam penelitian ini yaitu dengan menggunakan SPSS sebagai software untuk mengolah data. Hasil analisis menunjukkan bahwa Statistical Product and Service Solutions (SPSS) dengan software 22.0 sebagai software untuk mengolah data kuesioner. Hasil penelitian menunjukkan bahwa *Transformational Leadership* terhadap *Learning Organization* dengan nilai sebesar 0.336, dan *Transformational Leadership* berpengaruh signifikan terhadap *Learning Organization*. Nilai koefisien antara variabel *Transactional Leadership* terhadap *Learning Organization* sebesar -0.549, dan *Transactional Leadership* berpengaruh negatif dan signifikan terhadap *Learning Organization*. *Organizational Culture* terhadap *Learning Organization* memiliki nilai koefisien regresi yaitu sebesar 0.831, dan pengaruh *Organizational Culture* signifikan terhadap *Learning Organization*. Nilai koefisien regresi antara variabel *Transformational Leadership* terhadap *Employee Satisfaction* sebesar 0.418, dan pengaruh *Transformational Leadership* signifikan terhadap *Employee Satisfaction*. Nilai koefisien regresi antara variabel *Transactional Leadership* terhadap *Employee Satisfaction* sebesar -0.200, dan pengaruh *Transactional Leadership* negatif dan tidak signifikan terhadap *Employee Satisfaction*. Nilai koefisien regresi antara variabel *Organizational Culture* terhadap *Employee Satisfaction* sebesar 0.367, dan pengaruh *Organizational Culture* signifikan terhadap *Employee Satisfaction*. Nilai koefisien regresi variabel *Learning Organization* terhadap *Employee Satisfaction* sebesar 0.427, dan pengaruh *Learning Organization* signifikan terhadap *Employee Satisfaction*.

Kata Kunci: *Transformational Leadership*, *Transactional Leadership*, *Organizational Culture*, *Learning Organization*, dan *Employee Satisfaction*.

ABSTRACT

Trends of globalization and technological advances led to the challenge of making the company forward is very difficult. Adapt in various business situations is one of the most important in a business organization to be able to continue to run and maintain a competitive advantage possessed. ASEAN FREE TRADE AREA (AFTA) is now increasingly becoming an economic concept adopted by the State Indonesia. Every companies must obliged to improve performance although for government company and private companies. PT Pelabuhan Indonesia III (Persero) Surabaya is one of the government company establishments engaged in port terminal operator services. Port of Tanjung Perak is strategic importance for the marine transportation system as well as the economic development of the island of Java in particular and Indonesia in general. To be able to survive in the competition, every company needs to improve the services of *Employee Satisfaction*. This study aimed to analyze the effect of variable Transformational Leadership, Transactional Leadership, and Organizational Culture of Learning Organization in an effort to increase Employee Satisfaction at the Head Office employees of PT Pelindo III (Persero) in Surabaya. Sampling method used in this research is *full sampling*, where the employees working at the Head Office of PT Pelindo III (Persero) in Surabaya, led by the same leaders. The respondents of this research were 30 employees. For processing and analyzing the data in this research is by using SPSS as software for data processing. The analysis showed that the Statistical Product and Service Solutions (SPSS) with 22.0 software as software for data processing questionnaires. The results showed that the *Transformational Leadership* on the Learning Organization with a value of 0.336, and a significant effect on the *Transformational Leadership* to *Learning Organization*. The coefficient of the variable *Transactional Leadership* on the *Learning Organization* amounted to -0.549, and *Transactional Leadership* significant negative effect on the *Learning Organization*. *Organizational Culture* of the *Learning Organization* has a regression coefficient that is equal to 0.831, and a significant influence on the *Organizational Culture* to *Learning Organization*. Regression coefficients between variables Transformational Leadership on Employee Satisfaction of 0.418, and the significant influence of Transformational Leadership on Employee Satisfaction. *Transformational Leadership* significant to *Employee Satisfaction*. Regression coefficients between variables *Transactional Leadership* on *Employee Satisfaction* at -0.200, and *Transactional Leadership* influence of negative and not significant to *Employee Satisfaction*. Regression coefficients between the variables of the *Organizational Culture* for 0.367 *Employee Satisfaction*, and *Organizational Culture* influences significantly on *Employee Satisfaction*. Variable regression coefficient value of the *Employee Satisfaction* and *Learning Organization* of 0.427, and a significant influence on the *Learning Organization* to *Employee Satisfaction*.

Keywords: *Transformational Leadership, Transactional Leadership, Organizational Culture, Learning Organization, and Employee Satisfaction.*